Mission, Strategies and Actions

Mission Statement

The Public Service Commission provides excellence in human resource management and organizational effectiveness to enable a high performing and innovative professional public service to do their best work for Saskatchewan citizens.

The Public Service Commission contributes to all four of Government's goals by working to build and maintain a professional public service and a high performing organization. Detailed strategies and actions supporting these goals are listed below.

Strategy

Drive organizational performance

Key Actions

- Champion the strategy for public service renewal to improve the quality of programs and services provided to Saskatchewan citizens and engage public service employees.
- Build a values-based culture to foster citizen-centred service excellence, enterprise approaches, operational efficiency and innovation.
- Provide support to Deputy Minister Committees in the assessment and evaluation of government programs, services and delivery mechanisms.
- Utilize workforce planning to ensure the public service has a skilled and productive workforce available now and in future years to provide quality programs and services to Saskatchewan citizens.
- Create a public service that is smaller, more effective, efficient and responsible. Continue to provide support to the Deputy Minister Committee leading the government-wide strategy to reduce the size of the public service over four years, with a goal of reaching a 15 per cent reduction in the public service by 2014-15.
- Continue to lead the successful implementation of the Lean methodology across the public service to improve the quality and efficiency of government's processes.
- Commence negotiations of new collective bargaining agreements that balance the rights of public service employees and the needs of the public service with the Saskatchewan Government and General Employees' Union and the Canadian Union of Public Employees.
- Increase public service productivity and engagement through a management strategy focused on reducing sick leave usage through attendance support.
- Develop a comprehensive health and safety strategy to ensure safe work environments and practices and better manage return-to-work.

Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosaic Belle Plaine site

Strategy

Support a highly skilled workforce

Key Actions

- Lead the implementation of people management and workforce recruitment and retention initiatives as key components of the strategy for public service renewal, including the development of diversity and youth action plans and proactive recruitment efforts for critical talent segments.
- Review compensation and benefit practices for positions with historical and on-going recruitment challenges.
- Manage a Corporate Mentorship Program to provide career and professional development opportunities to public service employees.
- Provide orientation support to all new employees.
- Enhance the service-wide talent management strategy to ensure senior leaders in the public service have the skills and management expertise needed to deliver programs and services, and expand the strategy to middle management levels.
- Enhance learning and development, including online e-training and continue to provide opportunities to senior and executive leaders and policy professionals through the Johnson-Shoyama Graduate School of Public Policy.
- Refine and enhance the Summer Student Hiring program.

Strategy

Strengthen client service

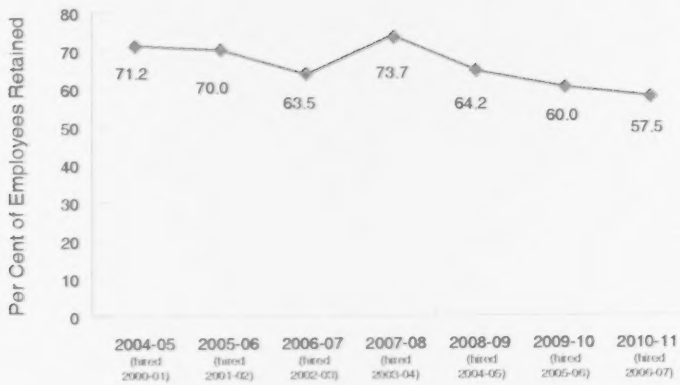
Key Actions

- Review and optimize the operation of the centralized Employee Service Centre for human resource administration and payroll to realize efficiencies in the provision of these services and reduce costs.
- Reduce hiring times from 95 to 35 days and classification times from 48 to 5 days (for new/vacant positions) and from 138 to 35 days (for encumbered positions) to meet the needs of hiring managers in the public service.
- Apply Lean methodology to review and improve PSC processes to realize operational efficiencies. 2012-13 reviews are planned for learning registration and tracking, return-to-work, employee off boarding, and human resource information management.
- Work to ensure compliance in process and practice with *The Public Service Act* and *The Public Service Regulations* on a daily and on-going basis.

Performance Measures

Measure

Retention rate of new employees



Source: PSC Human Resource Information System, March 2005 to 2006. Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007, 2009, 2010, 2011, and April 2008.

Measure Description

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring Government priorities are met through strong public policy and effective program and service delivery to the public. The retention rate provides insight into the quality of human resource policies and practices, organizational culture, and leadership within the public service. The retention rate helps to measure the extent to which the public service is able to create a work environment that supports employee engagement and productivity.

Retention rates have decreased from 60.0 per cent in 2009-10 to 57.5 per cent in 2010-11. Even with the aim of a smaller footprint for Government, new employees will continue to be needed in critical areas. Declining retention rates for new employees who are committed to good public service and strong public policy put the on-going delivery of programs and services to the public at risk.

Although this trend is a concern, it is not a surprise as provincially the labour market has become an employee's market. A growing provincial economy, an aging workforce with increasing retirements, declining birth rates and a projected increase in the competition for labour (particularly in Western Canada) have created pressure on the provincial labour market. Workers have more choices when it comes to employment opportunities and there are multiple factors influencing these choices including: competitive wages, interesting and challenging work, working conditions, benefits, leadership, workplace values including environmental and community support, support for personal and professional growth, and work-life balance.

In 2012-13, the PSC will lead corporate initiatives to improve the retention rate for new high-performing employees. These corporate initiatives include leading the implementation of people management and workforce recruitment and retention initiatives as key components of the strategy for public service renewal, implementing a corporate mentorship program to provide career and professional development opportunities to public service employees, and enhancing learning and development, including online e-training.

Photo Credit: Enterprise Saskatchewan, photo by Cal Fehr, Cameco's McArthur River mine site

Measure

Percentage workforce representation by diverse employee groups

	2006-07	2007-08	2008-09	2009-10	2010-11	*SHRC Targets
Aboriginal persons	11.2%	11.4%	11.6%	11.8%	12.0%	13.1%
Persons with a disability	3.5%	3.3%	3.1%	3.1%	3.0%	9.7%
Visible minority persons[1]	3.1%	3.3%	3.5%	3.6%	3.7%	3.8%
Women in senior management	39.0%	40.2%	40.1%	37.9%	40.0%	47.0%
Women in middle mgmt. & other management positions	34.4%	35.0%	37.5%	39.1%	39.0%	47.0%
Youth	11.6%	12.8%	13.4%	13.0%	12.8%	n/a

Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 to 2011.
**Targets are set by the Saskatchewan Human Rights Commission.*

Measure Description

This measure reflects Government's ability to attract and retain Aboriginal persons, persons with a disability, visible minority persons, women and youth into the public service. There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employees from diverse cultures, genders, backgrounds, and generations allows the public service to better reflect the population of the province, capitalize on the available labour force, and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

The representation of Aboriginal people, visible minority persons, and women in senior management positions continues to improve and better reflect Saskatchewan Human Rights Commission* targets.

The percentage of youth within the public service remains steady at 12.8 per cent. Youth recruitment and retention is a critical priority for the public service because of the increasing number of retirements that have begun and are anticipated over the next decade, as well, the demographic composition of the service does not reflect the composition of the employed provincial population. There remains a noticeable shortage of youth and an over-representation of baby-boomers. As of March 31, 2011, 12.8 per cent of all employees and 6.6 per cent of permanent full-time employees were under 30 years of age, compared with 26.9 per cent of the entire employed provincial population[2].

1. *Please note: The 2009-10 Visible Minority Persons number has been updated to 3.6% from the 4.3% reported in the 2009-10 PSC Annual Report and the 2011-12 PSC Plan. This update is necessary to correct a "double-counting error" which occurred when the metric was first calculated.*
2. *Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 31, 2011; Statistics Canada, CANSIM Table 282-0001: Labour Force Survey Estimates (including employees and self employed persons), March 2011.*

Photo Credit: Ministry of Tourism, Parks, Culture and Sport, photo by Paul Austring, Blue Sky over Duck Mountain

Measure Description Continued

It is critical to succession management and the ongoing delivery of quality services that the public service has an inclusive workforce. By increasing its commitment and presence as an employer that supports a diverse and inclusive workforce, the public service is enabled to attract and retain candidates to all levels of government, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

In 2012-13, the PSC will continue to build a work environment focused on maximizing the impact of all employee contributions and improve the representation of diverse employee groups within the public service by working with Deputy Ministers to develop a new diversity action plan, refining and enhancing the summer student hiring program, and supporting workforce participation of persons with a disability and visible minority persons.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Jones Peak, near Eastend

Measure

Percentage of payroll spent on training

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Percentage of payroll spent on training	0.50%	0.60%	0.69%	0.77%	0.69%	0.75%

Source: Ministry Year-End Reports, Human Resource Plans, March 2006 to 2011.

Measure Description

This measures the amount Government spent on training its employees as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training, and development for employees and helps to measure the success of two strategies, driving organizational performance and creating a work environment that supports a highly skilled workforce.

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform the work that needs to be done. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current. The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the Government and the province's productivity will lag behind that of our neighbours if investment in learning and development is not addressed.

Information on this measure collected in 2010-11 shows 0.75 per cent of payroll was spent on employee training. This is an improvement from 2009-10, when 0.69 per cent of payroll was spent on training. The increase is due mainly to the investment for corporate training in the Lean methodology. By comparison, overall Canadian government organizations spent an average of 1.90[4] per cent of payroll on employee training.

In 2012-13, the PSC will continue to support employees to be successful in their roles by providing internal development opportunities, e-training, on-the job training, mentoring opportunities, and corporate development options through the Johnson-Shoyama Graduate School of Public Policy.

4. *The Conference Board of Canada, Learning and Development Outlook 2009: Learning in Tough Times, ISBN 978-0-88763-937-1, page 16.*

Financial Summary

2012-13 Estimates	(in thousands of dollars)
Central Management and Services	4,463
Employee Service Centre	14,507
Corporate Human Resources and Employee Relations	3,350
Human Resource Client Services and Support	14,721
Total Appropriation	**37,041**
Capital Asset Acquisitions	
Capital Asset Amortization	1,500
Total Expense	**38,541**
FTE Staff Complement	**330.8**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget2012-13

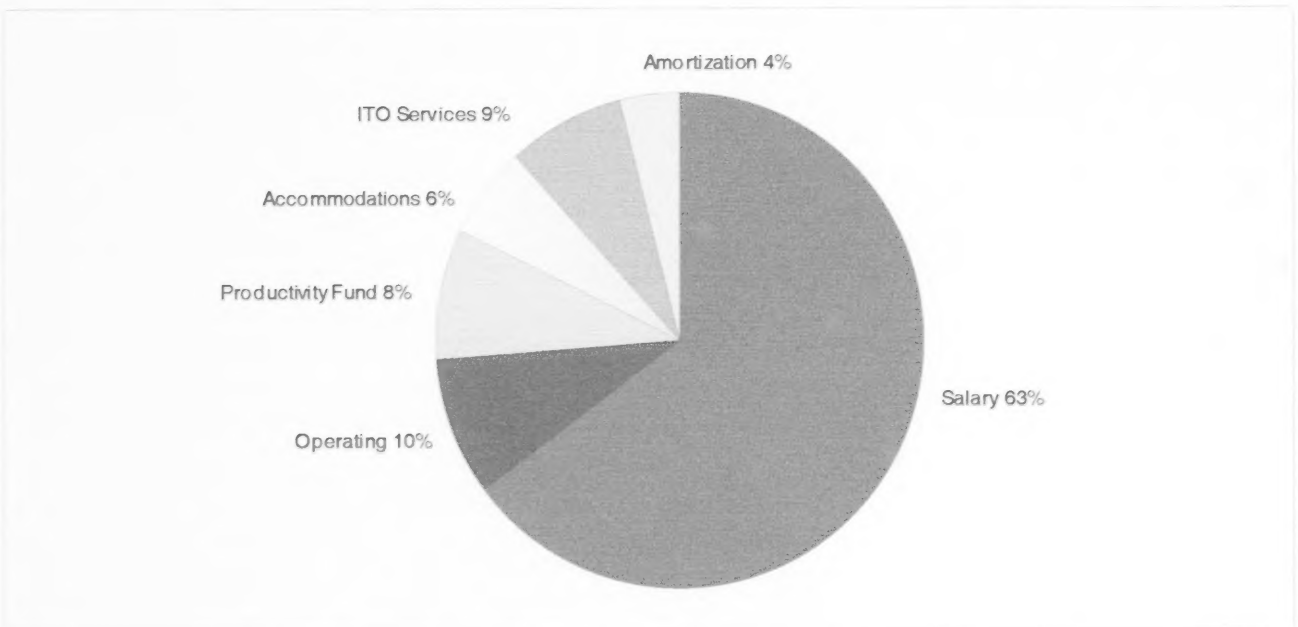


Photo Credit: Tourism Saskatchewan, David Buckley, Canoeing, MacFarlane River

Highlights

Key highlights for the Public Service Commission in 2012-13 include:

- Championing a corporate initiative to review and renew the public service, thereby improving the quality of programs and services provided to Saskatchewan citizens, including people management and workforce recruitment and retention initiatives.
- Coordinating year three of a four-year government-wide plan to continue to reduce the size of the Saskatchewan public service, with a goal of reaching a 15 per cent reduction by 2014-15, primarily through attrition and vacancy management. The 2012-13 Budget brings the total FTE reduction to 1,300 in the first three years, a 10 per cent reduction.
- Applying Lean methodology to review and improve PSC processes to realize operational efficiencies. 2012-13 reviews are planned for learning registration and tracking, return-to-work, employee off boarding, and human resource information management.
- Implementing a workplace health and safety strategy to ensure safe work environments and practices.
- $250,000 to the Johnson-Shoyama Graduate School of Public Policy to assist in the development of a professional public service.
- Implementing a corporate mentorship program to provide career and professional development opportunities to public service employees.
- Reducing hiring and classification times to meet the needs of managers in the public service.

For More Information

Please visit the Commission's website at www.psc.gov.sk.ca or call 787-7592 for more information on the Commission's programs and services.

Front Page Photo Credits

Canola and flax fields	*Biking, Narrow Hills Provincial Park*	*Motherwell Homestead National Historic Site of Canada*	*Saskatchewan Legislative Building*
Photographer, Charles Melnick	*Greg Huszar Photography*	*Greg Huszar Photography*	*Greg Huszar Photography*